

## Capitol Collaborative on Race and Equity (CCORE) 2020-2021 Learning Cohort

### Summary of Pre- and Post- Survey Findings & Planned Program Improvements

#### What is the CCORE Learning Cohort?

CCORE is a community of California state government teams working together to advance racial equity. CCORE Learning Cohort participants learn about, plan for, and implement activities that embed racial equity approaches into institutional culture, policies, and practices. The 2020-2021 Learning Cohort included 15 organizational teams representing over 20 State of California entities learning together over a 15-month season. More information about CCORE and engaged state organizations is available on the Strategic Growth Council's website <https://sgc.ca.gov/programs/healthandequity/racial-equity/>.

#### Cohort Pre-Survey

Prior to the first CCORE training session in August 2020, staff sent a survey to all registered participants to gather demographic information on participants, capture participants baseline level of racial equity knowledge, and understand participation goals. Overall, 226 individuals were sent a link to the survey and 145 (64%) submitted survey data. The survey was administered via SurveyMonkey.

#### 2020-2021 Participating Organizations

- Department of Aging
- Department of Conservation
- Conservation Corps
- Fi\$cal
- Department of Fish & Wildlife
- Department of Food & Agriculture
- Department of Forestry & Fire Protection
- Housing Finance Agency
- Mental Health Services Oversight & Accountability Commission
- Office of Planning & Research
- Public Utilities Commission
- Tahoe Conservancy
- Transportation Agency
  - High Speed Rail Authority
  - Highway Patrol
  - Department of Motor Vehicles
  - New Motor Vehicle Board
  - Office of Traffic Safety
  - Caltrans
- Transportation Commission
- Department of Water Resources

#### Cohort Demographics

Racial demographics of the cohort resembled the State workforce, with the notable exception of fewer Hispanic & Latinx cohort members and more Black and White cohort members than the workforce. Results showed 63% of the respondents had been working in their department less than 5 years, and 25% had been in their organization more than 10 years. Managers and supervisors, on average, had been in the organization for 5.9 years, whereas non-supervisors averaged 2.5 years.

#### Level of existing racial equity knowledge

Participants entered the training program with different levels of racial equity knowledge and experience. Forty-one (23%) survey participants reported previously attending some form of racial equity, implicit bias, or Diversity, Equity, Inclusion (DEI) training. Of those that had attended a previous training:

- 16 (40%) attended a workplace-based DEI or implicit bias training,

- 8 (20%) had attended a previous Government Alliance on Race & Equity (GARE) or Race Forward training,
- 7 (17%) took college courses or training,
- 7 (17%) attended training by a community-based organization.

## Participation Goals

The 5 most common goals survey participants had from the training were:

- Increase knowledge & understanding (58)
- Improve ability to talk about race (27)
- Bring tools to their organization (22)
- Incorporate strategies in their work (20)
- Build a more inclusive government or work environment (13)

The 5 most common goals survey participants had for their organization from the training were:

- Create racial equity action plans (45)
- Increase equity in hiring processes (23)
- Be more inclusive in the organization (17)
- Embed equity into programs (12)
- Better Community engagement (7)

## Cohort Post-Survey

Immediately following commencement of the last training session in October 2021, staff disseminated a post-survey to all CCORE participants administered via SurveyMonkey. The post-survey was designed to measure CCORE impact on participants, organizations, and leadership, to identify success and challenge factors for cohort teams, and identify areas of improvement for the program going forward. Overall, 228 individuals were sent a link to the survey and 114 (50%) participated in submitting survey data.

## CCORE Impact

CCORE impact was measured in three main areas: 1) Personal impact on participants, 2) Organizational impact, and 3) Leadership impact. The area of greatest impact was found to be personal, followed by organizational, and lastly leadership. Highest impact areas are discussed in further detail below, with pre-training goals noted in bold.

### Personal Impact

The greatest impact area observed was a gain in respondents' personal knowledge and skills. Specifically, respondents reported the greatest increase in general knowledge about institutional racism, including historical background, how to identify institutional racism, and strategies to address institutional racism. The 5 most common personal impacts as reported by survey respondents are:

- Increased level of knowledge/awareness/understanding of racism and/or racial equity. (51%)
- Better able to communicate about race. (19%)
- Tools to identify and/or address racism/racial equity. (12%)
- Self-reflection on own personal behavior. (10%)
- Help understand solutions to racism/racial equity. (7.8%)

## Organizational Impact

The 5 most common organizational impacts, as reported by survey respondents are:

- Bringing racial equity tools to the organization.
- Normalizing racial equity conversations in the organization.
- Created or creating an action plan.
- Identified areas of improvement.
- Changes in hiring and/or recruiting practices.

## Leadership Impact

The area of least reported impact was in organizational leadership, which is consistent with previous cohorts. Nearly one-third of survey respondents (31%) reported actions that hindered their racial equity work, including push back from mid-management and not supporting the time commitment.

## Success and Challenge Factors

Participants were asked to share the top success and challenge factors that affected their ability to participate in the CCORE program and do the work involved. The top 5 response themes from each category are listed below:

Top Success Factors:

- Passionate team members (82.2%)
- Knowledge from training sessions (63.6%)
- Strong leadership support (52.3)
- Team formation & design (35.5)
- Support from colleagues (25.2%)

Top Challenge Factors:

- Not enough time (66.1%)
- Team turnover (36.7%)
- Lack of technical knowledge or skills (29.4%)
- Virtual working / work-from-home (29.4%)
- Lack of applicable examples of best practices (27.5%)

## Data Informed Program Improvements

CCORE is incorporating a number of adjustments in future training seasons based on the survey results, evaluation results following each training session, and qualitative data gathered by staff directly from cohort participant conversations and communications.

## Survey Highlights

Following are key suggestions from participants:

- Wish the training was in person. (26%)
- There was confusion/difficulty around course schedule. (22%)
- Would like an overview/roadmap of entire training course and how it all fits together. (13%)
- Would have liked more info on how to create cohort team and/or know more about the training prior to starting. (13%)

## CCORE 2022 Program Improvement Commitments

The following adjustments are being made for the 2022 program cohort:

- Lengthening the cohort season will allow more time for the process of adult learning and the application of that learning. Consistent feedback from participants uncovered that they need more time to complete assignments, team build, increase momentum for racial equity, and understand support needed outside of training sessions. The 2018 and 2019 pilot cohort was 12 months, then 15 months for the 2020-2021 season, and the 2022-2023 Learning Cohort will extend over an 18 month learning season.
- Providing additional technical training, assistance, and coaching to participants as they grow their capacity to advance racial equity and apply their learnings in the homework assignments and in their organizations.
- Instituting a more rigorous application process to assess readiness dimensions related to racial equity capacity, organizational transformation readiness, racial equity team formation, cohesion, and sustainment supports. The new application process supports CCORE's needs to manage capacity and ensure participating organizations have organizational support in place that will catalyze uptake and application of the learnings while minimizing the potential for harm.
- Increasing guidance on team formation. Because the organizational racial equity team is an invaluable and essential piece of the success of an organizations' participation in CCORE, staff are providing additional and more specific coaching to organizations as they develop their teams and are encouraging teams to form as soon as organizations demonstrate interest in this work.
- Tailoring orientation sessions to CCORE participant segments in order to prepare teams and clarify expectations and cohort offerings (i.e., an orientation for team coordinators, executive sponsors & team coordinators, and an all-participants orientation). The pilot cohort in 2018 did not receive orientation, and in 2020, Team Coordinator and Executive Sponsor orientation was implemented. In 2022, an additional orientation for all participants will be provided. As CCORE has shifted to a virtual setting, it is important to explore technical access, as well as communicating about the learning arc and cohort expectations in this new online environment.
- Designing additional accountability mechanisms into the process includes a more comprehensive application and invitation process, cohort agreements, homework review and support.
- Extending invitations to fewer teams that show baseline understanding of and readiness to advance racial equity. The smaller cohort also supports teams in deeper, more intensive learning.
- Providing the same training team members consistently throughout the season, applying the same methodology and approach to facilitate cohesion of principles, definitions, theory, and participant rapport.
- Increasing opportunities and support for team coordinators to engage with executive sponsors to deepen understanding of and status of advancing racial equity within respective organizations.

## Participant Testimonials

Survey participants were invited to share reflections. Below are excerpts.

*"Thank you for your dedication, adaptability, and perseverance to see this through! It was truly an honor to learn with you through this pandemic, process this time of transformative social justice change in our society, and I feel better equipped to help my organization and my community beyond to help shape a more inclusive world for the next generation."*

*"I'm so thankful this work is being done on a wide scale. I'm honored to have had this schooling, capacity building time in CCORE. I'm determined to fighting the good fight of racial justice and equity. Gracias!"*

*"This training was very impactful and I learned so much. I especially appreciate the knowledge base of the team of leaders in CCORE and their commitment to the work of Racial Equity. I'm thankful for the suggested reading which I have since added to my library. I hope to be able to carry the torch and impact my department in any way possible with what I have learned. I recognize that there is a lot more that I will have to learn in order to advance this work."*

*"This has been a transformative experience for me. I never felt like there was anything I could do to minimize racism but am now inspired and fortunate to have great team members alongside me."*

*"The training changed my life and my outlook on racial equity. I hope to continue to make changes, and hold myself and others accountable for this important work."*

*"Having a racial equity tool that is data driven and designed to work within our current legal context has been very powerful. It has provided a methodology to examine current policies and procedures and apply a racial equity lens to these in order to benefit those most negatively impacted. I love it!"*

For more information about CCORE and offerings in 2022 and beyond, email [CCORE@PHI.org](mailto:CCORE@PHI.org).